


MINI SUMMIT VI
ENGAGING PHYSICIANS IN CHANGE:
PREDICTORS OF SUCCESS



A Panel Discussion
Wednesday, March 11, 2009
Fourth National Pay for Performance Summit




Objectives

- Review structural, organizational and human aspects of successfully engaging physicians in change
- Elicit practitioner (Monarch), health plan (HPSM), quality collaborative (PBGH/CQC) and foundation (CHCF) experience of the factors effective in engaging practitioners
- Create a conversation with attendees re: their thoughts and experience of what is effective




Plan

- Introduction – Dr. Beckman 15 min
 - Panel Dialogue 30 min
 - Q and A with audience and panel 30 min
 - Panelist Concluding Remarks 15 min
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Panelists

- Howard Beckman, MD, FACP, FAACH, Panel Moderator, Medical Director, RIPA
 - Sophia Chang, MD, MPH, Director, Better Chronic Disease Care, California HealthCare Foundation
 - Tammy Fisher, MPH, Sr. Manager, Pacific Business Group on Health
 - Mary Giammona, MD, MPH, FAAP, Medical Director, Health Plan of San Mateo
 - Michael Weiss, DO, FAAP, Medical Director, Quality Management, Monarch Healthcare
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The Literature on Engagement



Structural aspects of success

Payment reform – paying enough to incent the desired service

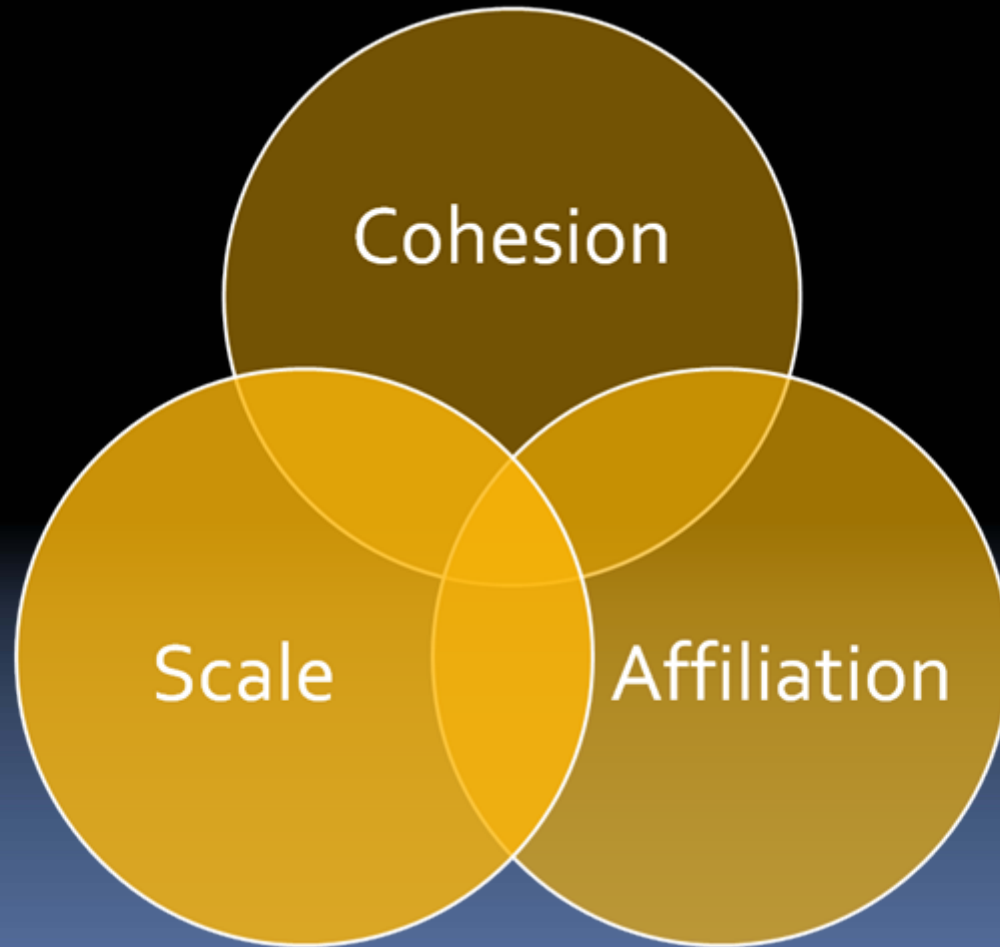
Cohesion – Degree to which physicians practice collaboratively (Tollen)

Scale – Minimum practice size to support necessary infrastructure (Tollen)

Affiliation – Part of a system to supply infrastructure support (Tollen)

Adequate IT infrastructure

Structural Issues





Organizational Aspects

- Shared vision, values, mission
- Clarity of purpose of projects
- Translating clarity into defined expectations of physicians
- Providing accurate, valid data
- Capacity to provide feedback the practitioner can use directly to improve
- Strong physician leadership




Organizational Aspects

- Respectful environment to share physician specific data
- Requires appropriate accountability
- Encourages and promotes empowered teams
- Provides training to support redesigned responsibilities
- Demonstrated track record in improvement



Interpersonal Aspects

- Identifying a dedicated, passionate champion
 - Leadership believes in teams, encourages team based solutions
 - Leaders effectively delegate authority
 - Respect for team members and group process
 - Effectively mentoring new learners and staff
 - Impatient patience
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